

City of Laredo

Leadership Development Program

Policy Manual

ARTICLE I – MISSION

In March 1997, the City Employee Leadership Development Program (CELDP) was created to identify and train our future leaders. Its mission is to promote staff involvement in the future development of Laredo. This is enhanced through increased knowledge of the City's mission and operations. It is the intent of the Program to create and implement a curriculum of study, through a series of structured seminars, and experiences that enhance participant's insight and knowledge of all City operations, leadership capabilities, problem solving and practical application of skills learned.

ARTICLE II – GOALS

To identify, educate, and motivate city employees by developing leadership skills through exposure to the diverse realities, personalities and challenges of the City's organization and government.

ARTICLE III – OBJECTIVES

- Section 1 – Foster quality leadership throughout the organization.
- Section 2 – Encourage continuous improvement on an on-going basis.
- Section 3 – Develop and enhance visionary leadership skills through in-depth training.
- Section 4 – Encourage participants to get involved with current and future activities, which can contribute to the growth and betterment of the city.
- Section 5 – Introduce the participants to, and establish dialog with, each other and current management leaders within the City organization.
- Section 6 – Inform the participants about the City's organizational structure.

ARTICLE IV – PROGRAM STRUCTURE

Section 1: ADMINISTRATION OF THE PROGRAM

The City Manager shall appoint the Administrative Services Director/designee to oversee and administer the Program. The administration and interpretation of this Program's policy manual shall be the responsibility of the Administrative Services Director and training coordinator. The training coordinator shall provide general leadership and direction regarding the content of class programs, serve as liaison for the Steering Committee and the City Manager and provide communications among the participating Departments. The training coordinator specific duties are as follows:

- a. Provide continuity and insure the integrity of the Program.
- b. Introduce all Program meetings or assign a designee from the Steering Committee.
- c. Answer questions and provide policy interpretation as requested by the Steering Committee.

- d. Review and recommend changes, additions or deletions to this Policy Statement on an annual basis or as deemed necessary.
- e. Develop and present budget and funding requests for the Program.
- f. Initiate instructor/speaker contracts.
- g. Approve payments for program expenses.
- h. Advise program participants of all related activities.
- i. Record and tabulate all Program applications, evaluations, surveys, etc., assessing areas for program improvement.
- j. Schedule and coordinate Steering Committee meetings.

Section 2: **SELECTION OF THE STEERING COMMITTEE**

The governing body of advisors for the Program shall be known as the Steering Committee and shall consist of nine (9) city employees. These, more specifically will be: the Director of Administrative Services/designee; two (2) Department Directors; and six (6) alumni from previous year's graduating classes. Selection will be based on the following criteria:

- a. Alumni will be elected for one two-year term. Each year, three (3) alumni will exit after graduation;
- b. Three (3) new and one (1) alternate alumni members from the graduating class will be nominated by their classmates;
- c. Department Directors shall be rotated and appointed for a two-year term by the City Manager. The appointments/rotation will be on an off-setting year to provide continuity.
- d. Every year, a Chairperson will be selected or nominated by the committee from the alumni of the preceding year. A Vice Chair will be selected/nominated by the committee from the alumni of the preceding/current year.

Section 3: **RESPONSIBILITIES OF THE STEERING COMMITTEE**

The general responsibilities shall be, but are not limited to the following:

- a. Attend and participate in all regular and committee meetings concerning the Program.
- b. Propose for consideration and participate in any or all programs and/or projects of the Program as long as those activities are in the interest of and adhere to the purpose of the Program.
- c. Discuss and take action, where qualified, on any question brought before any meeting that he/she attends. However, a quorum of five (5) members need to be present.
- d. Prepare the general curriculum outline and calendar for the incoming class.
- e. Assist the training coordinator in developing the program budget.
- f. Host or MC individual programs as necessary.

- g. Review and discuss program session evaluations and surveys, making recommendations.
- h. Review and score program applications and recommend selection for the up-coming year.
- i. Evaluate group or individual assignments and programs.
- j. Design session fliers and applications for distribution.
- k. Design, implement and host Annual Graduating Class Event.
- l. Maintain communication with previous participants.
- m. Chairperson will preside and conduct Committee meetings.
- n. Vice Chair will preside and conduct Committee meetings in the absence of the Chairperson.

Section 4: ALUMNI

The Alumni shall provide leadership and direction in a way that fosters quality leadership throughout the organization, encourages continuous improvement, develops and enhances visionary leadership skills through training, identifies opportunities for service enhancement, and encourages participants to actively participate in activities which contribute to the growth and betterment of the City of Laredo. Such qualities exhibited by City Employees will ensure the City of Laredo with qualified, well-informed employees with increased internal and external communication, leadership skills and greater service to the citizens of Laredo. Alumni members of the Committee shall plan and present an annual meeting for all alumni graduates of the Program. The annual alumni meeting shall have topics, utilizing local experts, to continue the alumni's interest, desire to excel and aspire to levels necessary for quality management. Alumni are encourage to enroll in such programs, such as: Leadership Laredo, Toastmasters Club, etc., that will expand their knowledge base and increase skills that are practical and directly applicable to our community needs.

Section 5: PARTICIPANT'S SUPERVISOR

Members of management are responsible for the cooperation and success of the program as deemed necessary.

ARTICLE VI – VACANCIES

Section 1: In the case of a vacancy in any of the appointed Director positions, the City Manager shall appoint another Director to fill the unexpired term.

Section 2: In the event an alumni position becomes vacant, the designated Alternate alumni will succeed and shall serve the unexpired term.

Section 3: If additional alumni positions become vacant, the Committee shall fill vacancies immediately as determined by the Committee.

ARTICLE VII – APPLICATION PROCESS

The training coordinator shall send out notices, with a copy of the application, to Department Directors at least one month prior to the deadline for receiving applications. All employees will receive the notice with payroll for two pay periods. (See Attachment A – Notice). All applicants must receive approval to apply from both their direct supervisor and department director before submittal of the application. Completed applications must be received by Administrative Services before the end of the workday deadline to be considered. **THE CLASS IS LIMITED TO A MINIMUM OF TEN (10) PERSONS PER YEAR.** If applicants are not selected, they are encouraged to re-apply in the subsequent years. (See Attachment B – Application).

ARTICLE VIII – PROGRAM PARTICIPANT SELECTION

Applications are returned to Administrative Services Department, Training Division on the designated deadline date. Applications received by the deadline will be evaluated for the program. All personal information on the applications is blanked out before copies are made for the Steering Committee's review. This negates the Steering Committee's bias or predisposition to scoring of applications. At a called meeting, the Committee reviews and scores application responses. Failure to complete the application properly, or lack of signatures by appropriate supervisors/directors, automatically disqualifies an application. The Steering Committee members (See Attachment C – Application Sample) weight each question/response on the application. Application scores are tabulated, averaged by the number of reviewers and summarized (See Attachment D – Score Sheet). The highest scoring applications are determined. Exceptions: If it is determined that two or more are from the same division/department, the lower scoring application(s) from that division/department shall be eliminated. The next highest scoring application from another division/department shall be substituted.

ARTICLE IX – ELIGIBILITY REQUIREMENTS FOR PARTICIPANTS

Any full-time permanent City employee who has been employed with the City of Laredo for a period of one year or greater and is in good standing may apply to participate in the Program. Potential participants must fill out and turn in an application by the deadline noted in the document. Department directors must sign the application giving permission for the employee to be away from regular duties to attend all program activities. Late applications will not be considered unless the deadline date has been extended. Prior non-acceptance of an applicant does not adversely affect future consideration for selection. Employees on probation or under disciplinary action procedures are not eligible. Seasonal, part-time, temporary, and department directors are not eligible for the Program.

ARTICLE X – PROGRAM MEETINGS AND EVENTS

Each meeting shall be an educational session, which adds to the participant's knowledge and leadership skills. There shall be no less than ten (10) program sessions; one per month; usually one-half day (4 hours) each session. Each meeting's subject matter shall relate to the Mission, Goals and Objectives as previously stated in this Manual. The Steering Committee shall strive to provide diversity in content and related assignments, making classes an interesting and learning experience for all. All meetings, with the exception of field trips and graduation, shall be held during regular working hours and are mandatory. Attendance, at additional program-related events that are not scheduled during regular workday hours, may be required.

ARTICLE XI – ATTENDANCE REQUIREMENTS

Section 1: Any of the following shall result in the automatic disqualification or expulsion of a participant:

- a. Four (4) occasions of either late arrival or early departure from program meetings where the absence exceeds thirty (30) minutes.
- b. Failure to attend three (3) of the designated program-related activities.

Section 2: Each group will hold at least two (2) meetings to discuss the assigned group project. One person in the group will be selected to keep attendance records and report absences to the training coordinator.

Failure to attend two (2) required meetings to work on an assigned group program will equal to one (1) designated program-related activity absence.

Section 3: The training coordinator/designee will keep complete attendance records for each class member. Records may be made available to the class member upon request. The training coordinator shall quickly notify, in writing, a class member when he/she is in jeopardy of disqualification due to non-attendance of program related events.

ARTICLE XII – CONDUCT REQUIREMENTS

All class members in the Program must maintain proper conduct on the job. Improper conduct warranting action by the Steering Committee will be reported to the Director of Administrative Services. Improper conduct may not include substandard performance. Disciplinary action, suspensions, demotions, etc. related to improper conduct, reviewed by the Steering Committee, shall warrant immediate dismissal from the program.

ARTICLE XIII – CODE OF ETHICS

Each class member and/or alumni of the Leadership Development Program will:

- a. Maintain the highest standards of professional and personal conduct
- b. Support the employer's goals and objectives for developing the Program to its fullest
- c. Refrain from using their official positions, either regular or volunteer, to secure special privileges, gain or benefit from it
- d. Maintain the confidentiality of privileged information
- e. Uphold all laws and regulations relating to City of Laredo's activities

This Code of Ethics for all class and alumni members has been adopted to promote and maintain the highest standards of personal conduct and professional standards among its members.

ARTICLE XIV – ASSIGNMENTS

All group assignments shall be self-evaluated. Any member of a group assignment who fails to participate shall be subject to the evaluation by the Steering Committee. All assignments (individual or group) must be submitted on time.

ARTICLE XV – GRADUATION

An employee who is not employed with the City at the time of graduation; who leaves employment during the Program and/or terminated from the program or who is unable to complete the Program will be ineligible for graduation regardless of attendance. If such thing happens, this is not in any way derogatory, nor will blemish the personnel record. The individual is encouraged to re-apply at a later time when such requirements are met.

ARTICLE XVI – NON DISCRIMINATION

This Program affirms that it will provide opportunities for participation to all Members and potential members regardless of race, color, religion, national origin, handicap, sex, or age.

ARTICLE XVII – AMENDMENTS

This policy manual shall be reviewed on an annual basis or as deemed necessary by the Committee in order to meet the challenges of tomorrow and stay current with the challenges of today. Any amendments made to this manual statement must be recommended by the Committee and approved by the City Manager of Laredo, Texas.

Reviewed and recommended by the Steering Committee for approval on August 7, 2003.

Recommendation submitted by Daniel E. Migura, Jr., Administrative Services Director

_____ on
(Signature)

_____, 2003.
(Date)

Approved by Larry Dovalina, City Manager _____
(Signature)

on _____, 2003.
(Date)